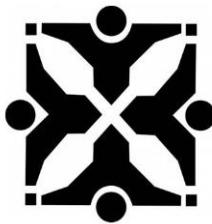


Original

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City of Columbia  
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## **PRELIMINARY RESULTS**

Classification and Compensation  
Data Consultation Services  
Electrical Positions

Work Plan



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Submitted on  
November 30, 2018

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# City of Columbia, Missouri

## Classification and Compensation Data Consultation Services

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# PRELIMINARY RESULTS



## A. Executive Summary

Paypoint HR, working in collaboration with the City of Columbia, Missouri's project team, is pleased to present to the City the second portion of the Classification and Compensation Study for Electrical Positions on November 30, 2018.

Budget preparation for the City begins each year in January. The proposed City budget is delivered to the City Council by the end of July for approval in late September. The City expects to consider the data provided as a result of this study during the FY 2019 budget process. As such, timely completion of the study is critical. It has been determined by the Project Team, the best approach is to break the study into multiple sections with project milestones.

The full scope of the project included Paypoint HR developing a methodology for the evaluation of the City's current plan covering approximately 1,498 employees in roughly 396 distinct job titles. The current pay plan consists of six pay bands (A-F) with multiple pay grades. Each have an established minimum, midpoint, and maximum.

The first portion of the study looked at 31 job titles covered under pay band E. This second portion of the study looked at the 44 job titles in the Electric Department under pay bands A, D, and E.

The intent of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to review the document in its entirety to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. Paypoint HR has identified opportunities, but it is up to the City of Columbia's City Council and City Manager to determine which are most appropriate as well as the timing of implementation.

Comprehensive surveys such as this establish a credible pay structure that is both fair for the work completed and that will strategically position the City competitively in the labor market. The desired result is the improved ability to attract and retain quality staff who perform at optimal levels and can meet the growing demands of the community.

The goals for this project are to update market comparisons and evaluate current pay ranges for each position based on:

- A market analysis of similar positions in comparable jurisdictions locally, statewide, regionally, and/or nationally depending on the recruitment market for the various position groupings;
- A market analysis of similar positions in the private and non-profit sectors in relevant labor markets; and
- An internal equity review and analysis among comparable positions within the City of Columbia.

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## City of Columbia, Missouri Classification and Compensation Data Consultation Services

The study took into consideration the duties, responsibilities, tasks, and authority level of each of the City's employee classifications.

### Assessment of Needs

While many organizations still face challenges related to the Great Recession of 2008-2010, the City of Columbia has its own unique challenges. Obstacles the City has possibly experienced with regard to its ability to attract, motivate, and retain electrical employees are

- Increase in community demands and expectations for services;
- Limited financial resources to quickly adapt due to
  - Slow revenue growth,
  - Competition for revenues from online sales that take away from local retail sales revenues, and
  - Low student enrollment at the University of Missouri that has resulted in loss of 100 jobs there. Consequently, the City lost out on related revenues associated with their spending.
- Long-term allocation of funds;
- Difficulty recruiting qualified individuals for certain positions (J Journeyman Lineworkers, Equipment Operators, Utility Service Workers, and Line Foreman);
- Employee turnover due to retirements;
- Rising costs of health and pension plans;
- Pay compression and external inequity;
- Adjustments to the existing plans have been reactionary; and
- A highly competitive labor market from other public-sector employers (Boone County), businesses, and non-profits.

We believe developing a strategy for recruiting and retaining employees over time is the true intent of this study. We feel the City of Columbia would benefit from a classification and compensation plan that aligns with its 2016-2019 strategic plan to increase employee engagement, increase jobs that meet the living wage, better community relations, community safety, creating efficiencies, and increasing morale within the City's Electric Department.

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### **B. Recommendations**

Lower turnover rates, the ability to attract a better pool of job candidates, and improved morale are examples of positive benefits of introducing an internally and externally equitable classification and compensation system.

Having excellent staff is key to successful organizations. It is important for Columbia to retain a highly qualified work force by providing a transparent, fair, fiscally responsible, and competitive compensation program. It is equally important that the City not overpay positions. The proposed implementation plan carefully balances these two considerations.

As an independent contractor, Paypoint HR has taken an unbiased assessment of the organization and compiled its findings and recommendations in this report. These recommendations are presented as opportunities for the City to provide the highest levels of service to the community in a fiscally responsible way.

Our recommendations address both external (market) and internal (job responsibility) equity issues. The recommendations in the report accomplish the following:

- Brings about internal equity for employees in consideration of objective factors;
- Standardizes the salary plan for internal administration;
- Provides a simple, easy to understand plan for current and future employees;
- Addresses any salary that is above or below the market range; and
- Allows for simplification of future pay structure adjustments to accommodate for new positions as well as market changes.

These recommendations achieve the maximum amount of internal equity without reducing the pay of any employee. The recommendations also ensure that Columbia will remain a good steward of its service programs and the budget that supports them.

Once the recommendations are put in place, the City should experience full equity as new hires are brought on and the City experiences normal attrition.

Below are recommendations for updates to the existing pay plans along with their associated costs for the City of Columbia. The City should use the fiscal impact of these recommendations to assist in prioritizing and planning for future budgets. The salary recommendations are listed in order by what Paypoint HR considers to be of greatest need.

#### **Salary Recommendations**

The fiscal impact of the recommendations listed below are approximate costs for salary adjustments only. It does not factor in associated costs for employee related benefits.

### **PRELIMINARY RESULTS**



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## City of Columbia, Missouri Classification and Compensation Data Consultation Services

1. Raise the salary of 42 positions that are *substantially* below market, first, at a cost of \$299,101.
  - 3 Associate Utility Maintenance Mechanics (\$13,154 total),
  - 1 Consulting Utility Forester (\$4,617),
  - 1 Electronic Data Specialist (\$5,012),
  - 6 Equipment Operator IIIs (\$26,632 total),
  - 12 Journeyman Lineworkers (\$136,891 total),
  - 4 Lead Utility Service Workers (\$19,724 total),
  - 6 Meter Readers (\$49,432 total),
  - 1 Senior Meter Readers (\$5,211),
  - 3 Utility Locators (\$14,427 total), and
  - 5 Utility Service Workers (\$24,001 total).
2. Raise the salary of 66 positions that are below market, second, at a cost of \$340,544.
  - 3 Assistant Power Production Superintendents (\$14,858 total),
  - 1 Biogas Plant Supervisor (\$5,154),
  - 1 Biogas Plant Technicians (\$4,280),
  - 1 CEC Supervisor (\$5,271),
  - 1 CEC Technician (\$5,265),
  - 1 Communication Technician Foreman (\$5,238),
  - 2 Electric Distribution Coordinators (\$9,345 total),
  - 1 Electric Distribution Manager (\$8,717),
  - 2 Electric Meter Repair Workers (\$9,647 total),
  - 1 Electric Services Superintendent (\$5,201),
  - 1 Instrument Technician (\$4,616),
  - 1 Lead Consulting Utility Forester (\$5,098),
  - 2 Lead Electric Meter Repair Workers (\$9,973 total),
  - 1 Lead Meter Reader (\$4,788),
  - 5 Lead Power Plant Operators (\$24,543 total),
  - 12 Line Foreman (\$62,860 total),
  - 2 Line Superintendents (\$10,977 total),
  - 8 NERC Certified Balancing Authority Operators (\$42,050 total),
  - 2 NERC Compliance Officers (\$10,791 total),
  - 7 Power Plant Operators (\$32,938 total),
  - 1 Power Plant Technician Supervisor (\$5,201),
  - 1 Power Production Superintendent (\$9,758),
  - 2 Senior Utility Maintenance Mechanics (\$8,502 total),
  - 1 Substation Repair Superintendent (\$5,386),
  - 3 Substation Technician Foremen (\$15,715 total),
  - 1 Utility Locator Foreman (\$5,319),
  - 1 Utility Locator Supervisor (\$4,597), and
  - 1 Utility Maintenance Supervisor (\$4,455).
3. Adjust the salaries of positions that are near market with normal base-salary and tenure adjustments.

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## C. Introduction

### Background

Paypoint HR worked with the Project Team to establish a baseline for moving forward. We analyzed this information and conducted an initial review of strengths, weaknesses, opportunities, and threats to look for areas of possible improvement. Paypoint HR has researched the history and background related to employee classification and compensation in the City.

The City's competition for talent includes both public and private sector organizations within the State of Missouri. For some higher-level positions, it competes on a national level. Columbia has been able to balance the need to have a strong team of employees with the need to be good stewards of taxpayer's funds by positioning itself at the median of the external market.

To be successful in creating a motivating pay scale that is in line with the external market both now and into the future, it is critical for the City to be cognizant of what the competition is offering. Knowing exactly who the competition is and which positions to measure, yields the most accurate information. Internally, positions should be appropriately defined for the work expected and the internal value placed on the position in relationship to others. As such, the City has made plans to review 25%-30% of its positions annually over the next several years once the initial review is complete.

### History of Pay Adjustments

A comprehensive classification and compensation study was last conducted by CBIZ Benefits & Insurance, Inc. in 2012 with implementation of market-based pay recommendations phased in over time and as budgeting allowed. Prior to this, the City had a point factor analysis methodology developed in 1990. The study recommendations resulted in an increase in pay for positions below market in 2014. Additionally, plans were to address pay compression in 2015 and return funding to merit-based pay in 2016.

### Historical Summary by Year

#### 2014

In 2014, there were 327 classes reviewed. Columbia proposed adding a floating holiday and raised 374 employees that were below market with a cost of approximately \$500,000. A total of 21 positions were added with 10.4 through the General Fund and 10.96 added through other funding. A net increase in staff was made with 21 Full Time Equivalents (FTE) added in mostly high-return strategic areas.

Council authorized a professional development opportunity to engage employees

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## City of Columbia, Missouri Classification and Compensation Data Consultation Services

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and prepare them for fulfilling careers and leadership roles. "City U" was created, with in-house staff designing and delivering training when and where it fits employee needs.

### 2015

The City Manager proposed a 2% across-the-board pay increase for all 420 permanent employees in FY 2015 effective on September 28, 2014. This included funding to move employees to new market minimum pay, and a first phase of funding for time in classification. There were 33 classifications reviewed and 4 reorganization requests.

There was an increase of 56.55 Full Time Equivalent positions with 12.88 added to the General Fund and 43.67 FTE positions added in other funds. The performance system was revised and preparations were made for the new time and attendance system.

### 2016

This budget includes a 2% across-the-board pay increase for all permanent employees in FY 2016 as well as funding for recommended classification and compensation changes that move employees to new market minimum pay, and the second phase of funding for time in classification-based pay adjustments.

There were 73 classifications reviewed as part of annual plan maintenance with 3 reorganization requests reviewed. The pay structure was adjusted to the minimum, midpoint and maximum pay rates to reflect market changes. There were 78 employees recommended to receive an increase to the new market minimum for their classification effective September 27, 2015.

There were 315 permanent employees with a minimum of five years in their current classification as of March 1, 2015 are recommended to receive a time in classification adjustment equal to 20% of the difference between current pay and the pay range midpoint. Overall there was a 31.85 net FTE increase in positions for FY 2016 with a net of 11.94 FTE positions added in the General Fund and a net of 19.91 FTE positions added in other funds.

Safety shoe allowance increased from \$75/yr to \$150/yr. Tuition reimbursement of \$50,000 for college coursework were centralized and funded in the City University. Pre-payment of fitness facility memberships by the City was discontinued, except for memberships at the City's Activity and Recreation Center (ARC).

Plain clothes allowance for police, winter clothing allowance, and personal protective equipment (safety shoe and safety glasses) allowance all changed to quarterly payments. Step up pay now a flat 5% of stepped up employee's current pay for step up assignments. Police changed to 14-day, 80-hour FLSA cycle for officers and sergeants. Police field training officers received a 5% increase to base rate of pay.

The City agreed to pay the entire cost of basic life insurance policy for all permanent employees.

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## City of Columbia, Missouri Classification and Compensation Data Consultation Services

Compensatory time accrual limits increased from 80 hours to 160 hours for overtime eligible employees, and 160 hours to 240 hours for power plant utility (relief) workers and parks services workers assigned to athletic field and golf course operations. A 45-day hiring delay enacted.

### 2017

Health insurance rates increased 13.8% in FY 2107. One of the 3 health insurance plans was frozen with no more applicants accepted. Existing enrollees are able to continue the plan.

Staff was increased by 4 police officers, funded through transfer of funds from street maintenance and 1 position in Economic Development that was added by adding Columbia Regional Airport to the purview of that department.

An across-the-board pay increase for permanent positions of \$0.25/hour or \$0.1786/hour for Firefighters that were not at or above their max was included in FY 2017. The ATB pay will not cover all of the health insurance increases.

During the 2017 budget cycle, 159 classifications were reviewed as part of the annual plan maintenance. Over the course of the year, 5 positions reassigned; 3 received a market adjustment and 1 class separation occurred. There were 9 reorganization requests reviewed. No funding was available in FY 2017 for time in classification adjustments toward the pay range midpoint.

The City moved from biennial to annual physicals for fire employees, include all CDL drivers in the biennial physical program. Tuition reimbursement remained the same at \$50,000 for college coursework and continued to be centralized and funded in the City University. The City reviewed the Fair Labor Standards Act (FLSA) changes related to overtime eligibility.

### 2018

In FY 2018, 59 classifications were reviewed as part of annual plan maintenance with no changes as a result. There were 8 reorganization requests made and reviewed. No funding was available in FY 2018 for time in classification adjustments toward the pay range midpoint.

Tuition reimbursement remained the same at \$50,000 for college coursework and will continue to be centralized and funded in the City University.

There was an increase in standby pay from \$13/weekday to \$15/weekday and \$16/weekend to \$20/weekend. The Fire meal allowance was increased from \$13/day to \$14/day. The airport public safety meal allowance increased from \$8.66/day to \$9.33/day. Health Insurance premiums increased 7%.

Overall there was a 9.00 net FTE increase in positions for FY 2018 with a net of 2.45 FTE positions added in the General Fund and a net of 6.55 FTE positions added in other funds.

# **PRELIMINARY RESULTS**





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## City of Columbia, Missouri Classification and Compensation Data Consultation Services

### Scope of Work

The product developed from the scope of work was to adhere to the following basic elements and characteristics:

- 1. Must meet all legal requirements, be totally nondiscriminatory and provide for compliance with all pertinent federal, state and local requirements.**

Paypoint HR, LLC adheres to all legal requirements applicable to perform the necessary functions of this project. We are non-discriminatory. Paypoint HR prohibits discrimination against and harassment of any client, employee, applicant for employment, third party or community member because of race; color; national or ethnic origin; age; religion; disability; sex; sexual orientation; gender; gender identity and expression; including a transgender identity; genetics; veteran status; retaliation; and any other characteristic protected under applicable federal or state law. We expect all Paypoint HR employees and representatives, to join with and uphold this commitment. We are in compliance with all pertinent federal, state, and local requirements.

- 2. The data provided must be easy for management to administer, maintain and defend.**

Paypoint HR, LLC follows best practices and uses our industry experience in developing our work products to make them easily transferrable so that our clients can simply implement, administer, and maintain them. Our processes and methodologies ensure findings are substantiated and defensible.

- 3. The data provided should be based upon sound compensation principles in which both internal and external equity are considered within the pay structure, as well as the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work.**

Paypoint HR's policies and procedures adhere to applicable laws related to equal pay such as the Federal law: Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, Age Discrimination in Employment Act of 1967, Lilly Ledbetter Fair Pay Act of 2009, ADEA, and ADA. We do not discriminate. We require that pay is attributed to skill, effort, responsibility, working conditions, and establishment.

### Milestones

1. Meet with designated staff members to validate scope of services, methodology, timeliness, and other deliverables.
2. Review the background materials including budgets, personnel rules and regulations, and related information.

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## City of Columbia, Missouri Classification and Compensation Data Consultation Services

3. Conduct focus groups with department directors/designees, recognized employee group representatives and employee groups to assist in the identification of labor market, industry market surveys and benchmark classes used for market analysis.
4. Conduct a comprehensive compensation search utilizing other similar public and private sector employers as well as non-profits and utilities. Data must be from reputable published salary surveys and should be identified as such in the summary report of findings.
5. Complete internal salary relationship analysis, including the review of appropriate internal relationship guidelines, lines of progression, etc.
6. Identify externally competitive and internally equitable pay ranges for each class included within the study in order to maintain appropriate competitive position in relation to comparable employers.
7. Present survey results to management.
8. As needed, identify premium pay options to supplement the compensation plan. Examples may include pay for certifications, professional licenses, special skills, temporary “acting” assignment at higher level duties, pay alternatives for exempt level workers not normally eligible for overtime, and similar pay practices.
9. Review and compare the current benefits package and leave programs, including the health insurance plan to similarly situated public entities located in the Midwest region. Provide recommendations on practices that can be applied and implemented in the future.
10. Present data-driven rationale for recommendations in written report, and present findings in report form and orally to the management teams at the City of Columbia and the City Council.
11. Develop a comprehensive employee communications plan to explain the process and final recommendations, including provisions for response to individual questions.
12. Provide training to human resources staff on the utilization and maintenance of the system.
13. Provide the necessary documentation, including a manual of instructions and training materials, job questionnaires, and other materials so the City of Columbia will be able to maintain the system independently of the consultant.
14. Provide a process for follow-up services including obtaining annual market data for job groups and market data and classification review on an ad-hoc basis.
15. Attend meetings as requested by the City.

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# City of Columbia, Missouri

## Classification and Compensation Data Consultation Services

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### D. Comparators

Municipalities in Missouri with Electric Departments, Table 1, and Missouri Electric Cooperatives, Table 2, were considered as potential comparators for the City of Columbia's Electric Department and are listed below. The comparators highlighted in green participated in the survey.

**Table 1 – Municipalities with Electric Departments, Potential Comparators**

Bentonville	Carthage	Farmington	Fulton
Hannibal	Harrisonville	Independence	Jackson
Kennett	Kirkwood	Lebanon	Marshall
Moberly	Nixa	Poplar Bluff	Republic
Rolla	Sikeston	Springfield	West Plains

**Table 2 – Missouri Electric Cooperatives, Potential Comparators**

Associated	Crawford	Macon	Sac Osage
Atchison-Holt	Cuivre River	Missouri Rural	Se-Ma-No
Barry	Farers	N.W. Electric Power	SEMO
Barton County	Gascosage	New-Mac	Sho-Me Power
Black River	Grundy	North Central Missouri	Southwest
Boone	Howard	Northeast Missouri Electric	Three Rivers
Callaway	Howell-Oregon	Osage Valley	Tri-County
Central Electric Power	Intercounty	Ozark	United
Central Missouri	KAMO Power	Ozark Border	Webster
Citizens	Laclede	Pemiscot-Dunklin	West Central
Co-Mo	Lewis County Rural	Platte-Clay	White River Valley
Consolidated	M & A Electric Power	Ralls County	

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## E. Benchmark Positions

In Table 3, the benchmark positions for electrical employees used in the external survey are presented and marked in green. From this list of benchmark positions, all thirty-three (33) Operator/Technician job titles from Band A, nine (9) Supervisor job titles from Band D, and two (2) Manager/Director job titles from Band E employed by Columbia were examined.

**Table 3 – Benchmark Positions – Operators/Technicians, Band A**

Grade	Job Title	Division
A6	<b>Meter Reader</b>	Electrical Meter Reading
A7	Consulting Utility Forester	Electrical General Operations
A7	Equipment Operator II	Electrical General Operations
A7	<b>Utility Service Worker</b>	Electrical General Operations
A8	Lead Utility Service Worker	Electrical General Operations
A8	<b>Senior Meter Reader</b>	Electrical Meter Reading
A8	Utility Locator	Electrical General Operations
A9	Associate Utility Maintenance Mechanic	Electrical Production
A9	Electronic Data Specialist	Electrical Meter Testing & Maintenance
A9	<b>Equipment Operator III</b>	Electrical General Operations Electrical Production
A10	<b>Electric Meter Repair Worker</b>	Electrical Meter Testing & Maintenance
A10	Lead Consulting Utility Forester	Electrical General Operations
A10	<b>Lead Meter Reader</b>	Electrical Meter Reading
A10	<b>Power Plant Operator</b>	Electrical Production
A10	Utility Locator Foreman	Electrical General Operations
A11	Instrument Technician	Electrical Production
A11	Senior Utility Maintenance Mechanic	Electrical Production
A12	<b>Apprentice Communication Technician</b>	Electrical General Operations
A12	<b>Apprentice Lineworker</b>	Electrical General Operations
A12	<b>Apprentice Substation Technician</b>	Electrical General Operations

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Grade	Job Title	Division
A12	Biogas Plant Technician	Electrical Landfill Gas Generator
A12	CEC Technician	Electrical Energy Center
A12	Electric Distribution Coordinator	Electrical General Operations
A12	Lead Electric Meter Repair Worker	Electrical Meter Testing & Maintenance
A12	<b>Lead Power Plant Operator</b>	<b>Electrical Production</b>
A13	<b>J Journeyman Communication Technician</b>	<b>Electrical General Operations</b>
A13	<b>J Journeyman Lineworker</b>	<b>Electrical General Operations</b>
A13	<b>J Journeyman Substation Technician</b>	<b>Electrical General Operations</b>
A13	<b>NERC Certified Balancing Authority Operator</b>	<b>Electrical Transmission Control Room</b>
A14	<b>Communication Technician Foreman</b>	<b>Electrical General Operations</b>
A14	<b>Line Foreman</b>	<b>Electrical General Operations</b>
A14	NERC Compliance Officer	Electrical Transmission Control Room
A14	<b>Substation Technician Foreman</b>	<b>Electrical General Operations</b>

**Table 4 – Benchmark Positions – Supervisors, Band D**

Grade	Job Title	Division
D7	Utility Locator Supervisor	Electrical General Operations
D7	Utility Maintenance Supervisor	Electrical Production
D8	Biogas Plant Supervisor	Electrical Landfill Gas Generator
D9	CEC Supervisor	Electrical Energy Center
D9	Electric Services Superintendent	Electrical General Operations
D9	Power Plant Technician Supervisor	Electrical Production
D10	<b>Assistant Power Production Superintendent</b>	<b>Electrical Production</b> <b>Electrical Transmission Control Room</b>
D10	<b>Line Superintendent</b>	<b>Electrical General Operations</b>
D10	Substation Repair Superintendent	Electrical General Operations

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**City of Columbia, Missouri**  
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**Table 5 – Benchmark Positions – Managers/Directors, Band E**

Grade	Job Title	Division
E6	Electric Distribution Manager	Electrical General Operations
E6	Power Production Superintendent	Electrical Production

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## City of Columbia, Missouri Classification and Compensation Data Consultation Services

### **F. Salary Schedules & Compression Analysis**

#### **Current Salary Schedule – Operators/Technicians, Band A**

The current salary schedule for Operators/Technicians, Band A, is presented in Table 6 with summary statistics presented in Table 7. Midpoints for each salary grade have also been calculated for comparison with external market data.

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited.

The salary schedule from Table 7/Table 6 has an inconsistent spread from 43.8% to 54.5%. It is important that the spread is consistent amongst all employees so that all positions have a relatively equal advancement opportunity.

**Table 6 – Operator/Technician, Band A, Current Salary Schedule**

Current Grade	Annual Salary Minimum	Annual Salary Midpoint	Annual Salary Maximum	Hourly Rate Minimum	Hourly Rate Midpoint	Hourly Rate Maximum
A1	\$19,022	\$22,350	\$27,360	\$9.15	\$10.75	\$13.15
A2	\$19,972	\$23,469	\$28,729	\$9.60	\$11.28	\$13.81
A3	\$20,971	\$24,642	\$30,166	\$10.08	\$11.85	\$14.50
A4	\$22,543	\$26,489	\$32,427	\$10.84	\$12.74	\$15.59
A5	\$24,234	\$28,475	\$34,861	\$11.65	\$13.69	\$16.76
A6	\$26,052	\$30,611	\$37,473	\$12.53	\$14.72	\$18.02
A7	\$28,656	\$33,671	\$41,221	\$13.78	\$16.19	\$19.82
A8	\$31,522	\$37,041	\$45,344	\$15.16	\$17.81	\$21.80
A9	\$33,259	\$40,743	\$51,386	\$15.99	\$19.59	\$24.71
A10	\$36,585	\$44,818	\$56,524	\$17.59	\$21.55	\$27.18
A11	\$41,159	\$50,419	\$63,590	\$19.79	\$24.24	\$30.57
A12	\$46,305	\$56,724	\$71,540	\$22.26	\$27.27	\$34.39
A13	\$52,092	\$63,812	\$80,481	\$25.04	\$30.68	\$38.69
A14	\$58,604	\$71,789	\$90,542	\$28.18	\$34.51	\$43.53

### **PRELIMINARY RESULTS**

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Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement. As is shown in Table 7, the ladders vary from 5.0% to 13.3%. It is recommended that the ladders be consistent between grades.

The salary scale appears to be governed by the design of the spread and the midpoint ladder. As a consequence, the minimum ladder and maximum ladders are inconsistent. To achieve consistency in the three ladders, the spread would have to be consistent for all grades.

**Table 7 – Operator/Technician, Band A, Current Salary Schedule – Spread and Ladders**

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
A1	43.8%	-	-	-
A2	43.8%	5.0%	5.0%	5.0%
A3	43.9%	5.0%	5.0%	5.0%
A4	43.8%	7.5%	7.5%	7.5%
A5	43.9%	7.5%	7.5%	7.5%
A6	43.8%	7.5%	7.5%	7.5%
A7	43.8%	10.0%	10.0%	10.0%
A8	43.8%	10.0%	10.0%	10.0%
A9	54.5%	5.5%	10.0%	13.3%
A10	54.5%	10.0%	10.0%	10.0%
A11	54.5%	12.5%	12.5%	12.5%
A12	54.5%	12.5%	12.5%	12.5%
A13	54.5%	12.5%	12.5%	12.5%
A14	54.5%	12.5%	12.5%	12.5%

### **Current Salary Schedule – Supervisors, Band D**

The current salary schedule for Supervisors, Band D, is presented in Table 8 with summary statistics presented in Table 9. Midpoints for each salary grade have also been calculated for comparison with external market data.

## **PRELIMINARY RESULTS**



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The salary schedule from Table 9 has an inconsistent spread from 48.4% to 59.0%. It is important that the spread is consistent amongst all employees so that all positions have a relatively equal advancement opportunity.

**Table 8 – Supervisor, Band D, Current Salary Schedule**

Current Grade	Annual Salary Minimum	Annual Salary Midpoint	Annual Salary Maximum	Hourly Rate Minimum	Hourly Rate Midpoint	Hourly Rate Maximum
D1	\$26,073	\$31,287	\$38,692	\$12.54	\$15.04	\$18.60
D2	\$28,679	\$34,416	\$42,561	\$13.79	\$16.55	\$20.46
D3	\$31,547	\$37,858	\$46,819	\$15.17	\$18.20	\$22.51
D4	\$34,703	\$41,644	\$51,499	\$16.68	\$20.02	\$24.76
D5	\$37,394	\$45,808	\$57,475	\$17.98	\$22.02	\$27.63
D6	\$41,132	\$50,388	\$63,222	\$19.78	\$24.23	\$30.40
D7	\$45,246	\$55,428	\$69,545	\$21.75	\$26.65	\$33.44
D8	\$48,776	\$60,971	\$77,555	\$23.45	\$29.31	\$37.29
D9	\$53,654	\$67,068	\$85,309	\$25.80	\$32.24	\$41.01
D10	\$59,020	\$73,773	\$93,841	\$28.38	\$35.47	\$45.12
D11	\$63,648	\$81,151	\$101,200	\$30.60	\$39.02	\$48.65
D12	\$70,013	\$89,265	\$111,320	\$33.66	\$42.92	\$53.52

As is shown in Table 9 the ladders vary from 7.8% to 11.6%. It is recommended that the ladders be consistent between grades.

The salary scale appears to be governed by the design of the spread and the midpoint ladder. As a consequence, the minimum ladder and maximum ladders are inconsistent. To achieve consistency in the three ladders, the spread would have to be consistent for all grades.

## **PRELIMINARY RESULTS**

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**Table 9 – Supervisor, Band D, Current Salary Schedule – Spread and Ladders**

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
D1	48.4%	-	-	-
D2	48.4%	10.0%	10.0%	10.0%
D3	48.4%	10.0%	10.0%	10.0%
D4	48.4%	10.0%	10.0%	10.0%
D5	53.7%	7.8%	10.0%	11.6%
D6	53.7%	10.0%	10.0%	10.0%
D7	53.7%	10.0%	10.0%	10.0%
D8	59.0%	7.8%	10.0%	11.5%
D9	59.0%	10.0%	10.0%	10.0%
D10	59.0%	10.0%	10.0%	10.0%
D11	59.0%	7.8%	10.0%	7.8%
D12	59.0%	10.0%	10.0%	10.0%

### **Current Salary Schedule – Managers/Directors, Band E**

The current salary schedule for managers and directors, Band E, is presented in Table 10 with summary statistics presented in Table 11. Midpoints for each salary grade have also been calculated for comparison with external market data.

The salary schedule from Table 11 has an inconsistent spread from 58.9% to 74.7%. It is important that the spread is consistent amongst all employees so that all positions have a relatively equal advancement opportunity.

As is shown in Table 11 the ladders vary from 10.0% to 17.8%. It is recommended that the ladders be consistent between grades.

The salary scale appears to be governed by the design of the spread and the midpoint ladder. As a consequence, the minimum ladder and maximum ladders are inconsistent. To achieve consistency in the three ladders, the spread would have to be consistent for all grades.

## **PRELIMINARY RESULTS**

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## City of Columbia, Missouri Classification and Compensation Data Consultation Services

**Table 10 – Manager/Director, Band E, Current Salary Schedule**

Current Grade	Annual Salary Minimum	Annual Salary Midpoint	Annual Salary Maximum	Hourly Rate Minimum	Hourly Rate Midpoint	Hourly Rate Maximum
E1	\$36,406	\$45,508	\$57,832	\$17.50	\$21.88	\$27.80
E2	\$40,048	\$50,059	\$63,617	\$19.25	\$24.07	\$30.59
E3	\$45,055	\$56,316	\$71,569	\$21.66	\$27.08	\$34.41
E4	\$50,685	\$63,357	\$80,515	\$24.37	\$30.46	\$38.71
E5	\$55,902	\$71,275	\$91,761	\$26.88	\$34.27	\$44.12
E6	\$62,891	\$80,186	\$103,232	\$30.24	\$38.55	\$49.63
E7	\$72,324	\$92,215	\$118,718	\$34.77	\$44.33	\$57.08
E8	\$80,034	\$106,047	\$139,849	\$38.48	\$50.98	\$67.24
E9	\$92,040	\$121,952	\$160,826	\$44.25	\$58.63	\$77.32
E10	\$105,847	\$140,244	\$184,949	\$50.89	\$67.43	\$88.92
E11	\$121,722	\$161,281	\$212,690	\$58.52	\$77.54	\$102.26

**Table 11 – Manager/Director, Band E, Current Salary Schedule – Spread and Ladders**

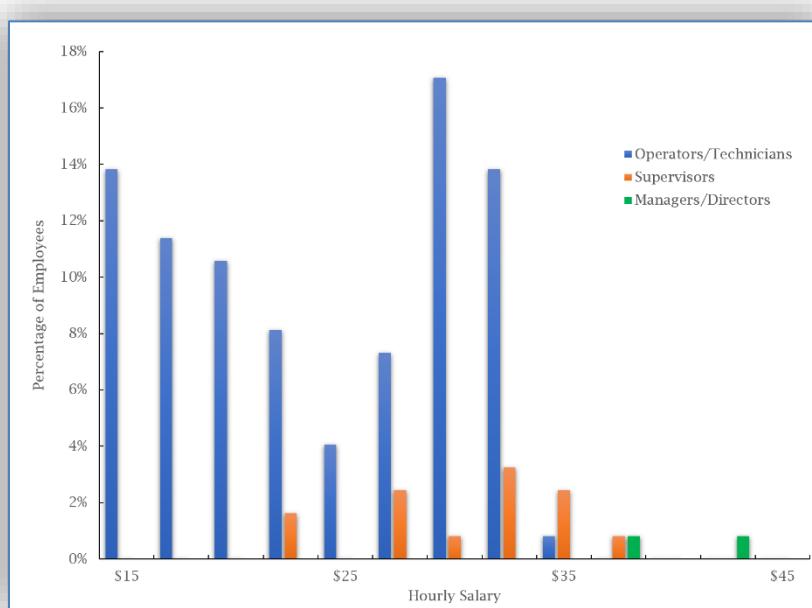
Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
E1	58.9%	-	-	-
E2	58.9%	10.0%	10.0%	10.0%
E3	58.8%	12.5%	12.5%	12.5%
E4	58.9%	12.5%	12.5%	12.5%
E5	64.1%	10.3%	12.5%	14.0%
E6	64.1%	12.5%	12.5%	12.5%
E7	64.1%	15.0%	15.0%	15.0%
E8	74.7%	10.7%	15.0%	17.8%
E9	74.7%	15.0%	15.0%	15.0%
E10	74.7%	15.0%	15.0%	15.0%
E11	74.7%	15.0%	15.0%	15.0%

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## City of Columbia, Missouri Classification and Compensation Data Consultation Services

### Overall Salary Distribution



**Figure 1 – Salary Distribution**

Figure 1 presents the salary distribution of electrical employees. Amongst operator/technician employees in Band A, a clear bimodal pattern exists that demonstrates a two-tier compensation structure. This would suggest that there are effectively two different employee classes in this band which would not be normally preferable as it can engender low employee morale.

The salary distribution of supervisors is approximately normal, i.e., a bell-curve, which is typically preferable.

There are 7.6 supervisors per operator/technician and 7.0 supervisors per manager/director. Unless there is a safety issue that dictates the need for additional supervisors, the number of first-line supervisors is relatively high. The number of supervisors per manager is also relatively high. Whether additional managers/directors or fewer first-line supervisors is needed should be considered for more effective management.

### **Distribution Observations – Operators/Technicians, Band A**

Table 12 examines salaries of Operators/Technicians, Band A, with respect to the maximum and minimum of each grade. In Table 13, the distribution of salaries above or below the midpoint of each grade is presented. In Figure 2, a graphical distribution of the employee group is illustrated with the maximum and minimum represented by solid

# **PRELIMINARY RESULTS**



## City of Columbia, Missouri Classification and Compensation Data Consultation Services

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orange lines and the midpoint by a dashed orange line. There are no employees in grades A1 through A5.

**Table 12 – Operators/Technicians, Band A, Near Min/Max**

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
A6	6	0	0%	0	0%
A7	6	0	0%	0	0%
A8	8	0	0%	0	0%
A9	10	4	40%	0	0%
A10	12	3	25%	0	0%
A11	3	2	67%	0	0%
A12	23	9	39%	0	0%
A13	21	0	0%	0	0%
A14	18	0	0%	0	0%
<b>Sum</b>	<b>107</b>	<b>18</b>	<b>17%</b>	<b>0</b>	<b>0%</b>

### Observations

- For the 107 employees, seventeen percent (17%) of salaries are near the minimum. Though not an issue for this employee group, high concentrations of employees at extremes can lead to or be the cause of systemic employment issues including low morale, retention, etc.
- A significantly greater number of employees are compensated above the midpoint in comparison to the number of those compensated below the midpoint indicating that the salary distribution is skewed.
- The number of employees compensated near the maximum is concentrated at the highest end of the grade spectrum. This suggests that the highest wage earners may be being preferentially advanced in salary.
- From Figure 2, no employees are currently being compensated below the minimum of the grade or above the maximum of the grade.

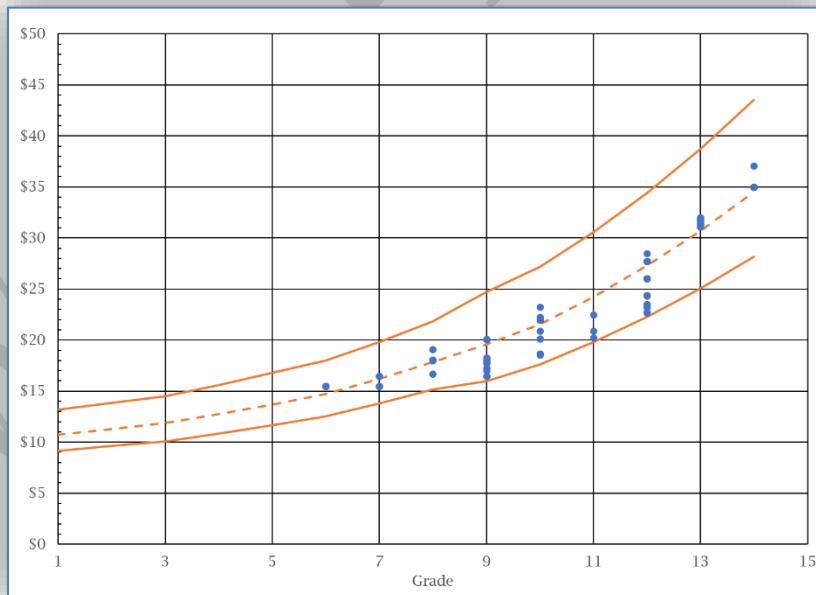
## **PRELIMINARY RESULTS**

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**Table 13 – Operators/Technicians, Band A, Near Midpoint**

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
A6	6	0	0%	6	100%
A7	6	3	50%	3	50%
A8	8	1	13%	7	88%
A9	10	8	80%	2	20%
A10	12	5	42%	7	58%
A11	3	3	100%	0	0%
A12	23	14	61%	9	39%
A13	21	0	0%	21	100%
A14	18	0	0%	18	100%
<b>Sum</b>	<b>107</b>	<b>34</b>	<b>32%</b>	<b>73</b>	<b>68%</b>



**Figure 2 – Compensation of Operators/Technicians, Band A**

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### Distribution Observations – Supervisors, Band D

Table 14 examines salaries of Supervisors, Band D, with respect to the maximum and minimum of each grade. In Table 15, the distribution of salaries above or below the midpoint of each grade is presented. In Figure 3, a graphical distribution of the employee group is illustrated with the maximum and minimum represented by solid orange lines and the midpoint by a dashed orange line. There are no employees in grades D1 through D6 and D11 through D12.

**Table 14 – Supervisors, Band D, Near Min/Max**

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
D7	2	1	50%	0	0%
D8	3	0	0%	0	0%
D9	3	0	0%	0	0%
D10	6	1	17%	0	0%
<b>Sum</b>	<b>14</b>	<b>2</b>	<b>14%</b>	<b>0</b>	<b>0%</b>

**Table 15 – Supervisors, Band D, Near Midpoint**

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
D7	2	2	100%	0	0%
D8	3	1	33%	2	67%
D9	3	0	0%	3	100%
D10	6	2	33%	4	67%
<b>Sum</b>	<b>14</b>	<b>5</b>	<b>36%</b>	<b>9</b>	<b>64%</b>

### Observations

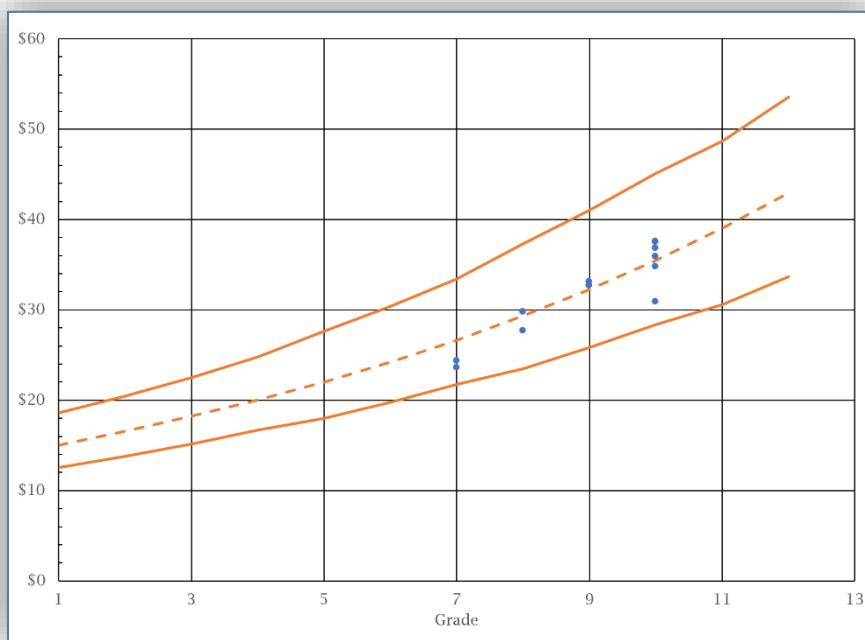
- For the 14 employees, seventeen percent (17%) of salaries are near the minimum. Though not an issue for this employee group, high concentrations of employees at extremes can lead to or be the cause of systemic employment issues including low morale, retention, etc.

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- A significantly greater number of employees are compensated above the midpoint in comparison to the number of those compensated below the midpoint indicating that the salary distribution is skewed.
- From Figure 3, no employees are currently being compensated below the minimum of the grade or above the maximum of the grade.



**Figure 3 – Compensation of Supervisors, Band D**

### **Distribution Observations – Managers/Directors, Band E**

There are only two (2) employees in this group both compensated within the bounds of the salary scale. No additional information is available.

### **Compression Analysis – Operators/Technicians, Band A**

Wage compression primarily occurs for one of three reasons. One, new or less tenured employees are compensated at a wage close to or higher than more experienced employees in the same position. Two, managers are compensated less than the employees they supervise. And three, employees are being compensated substantially different for the same degree of work complexity, that is, in the same grade. To examine this issue, a compression analysis was conducted.

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In Table 16, a summary of the compression analysis is presented for Operators/Technicians, Band A. In Figure 4 through Figure 6 compression plots are presented. Only grades that had a significant number of employees were examined.

Data was first normalized relative to the salary range for each grade. For an employee that earns \$12.00 per hour, for example, where the minimum salary in the grade is \$10 and the maximum is \$20, the salary would be at 20% of the salary range.

The solid green lines in the following figures are linear regression lines. Dashed green lines bound the 95% confidence intervals. More specifically, the two lines bound with 95% confidence the average expected values of the salary percentage for a given level of tenure. Dotted orange lines bound the 95% prediction intervals. More specifically, the two lines bound with a 95% probability that the compensation corresponding to a level of tenure should be within the interval.

Two additional summary statistics are presented in Table 16.  $R^2$ , the Coefficient of Determination, indicates how well two variables correlate.  $H_0$ , the null hypothesis, asks whether the data is not correlated with a significance level of  $\alpha = 0.05$ .

To test for compression, if the null hypothesis is rejected then the number of data points that are outside of the confidence interval may be a source of compression. If the null hypothesis cannot be rejected, then nothing can be inferred relative to compression. In other words, for grades where there is no correlation between salary and tenure, no compression analysis was possible.

In instances where compensation is **above** the respective confidence interval, it is recommended that the compensation is frozen until the salary comes into alignment. In instances where compensation is **below** the respective confidence interval, it is recommended that the compensation be increase to at least the confidence level.

### **Positions Above Confidence Interval with Current Salary Structure**

- 1 Apprentice Communication Technician (Grade A12)
- 7 Apprentice Lineworkers (Grade A12)
- 1 Apprentice Substation Technician (Grade A12)
- 1 CEC Technician (Grade A12)
- 1 Equipment Operator III (Grade A9)
- 1 Journeyman Lineworker (Grade A13)
- 4 NERC Certified Balancing Authority Operators (Grade A13)

### **Positions Below Confidence Interval with Current Salary Structure**

- 1 Associate Utility Maintenance Mechanic (Grade A9)
- 1 Biogas Plant Technician (Grade A12)
- 2 Electric Distribution Coordinators (Grade A12)
- 3 Journeyman Lineworkers (Grade A13)
- 1 Lead Electric Meter Repair Worker (Grade A12)
- 3 Lead Powerplant Operators (Grade A12)

**PRELIMINARY RESULTS**

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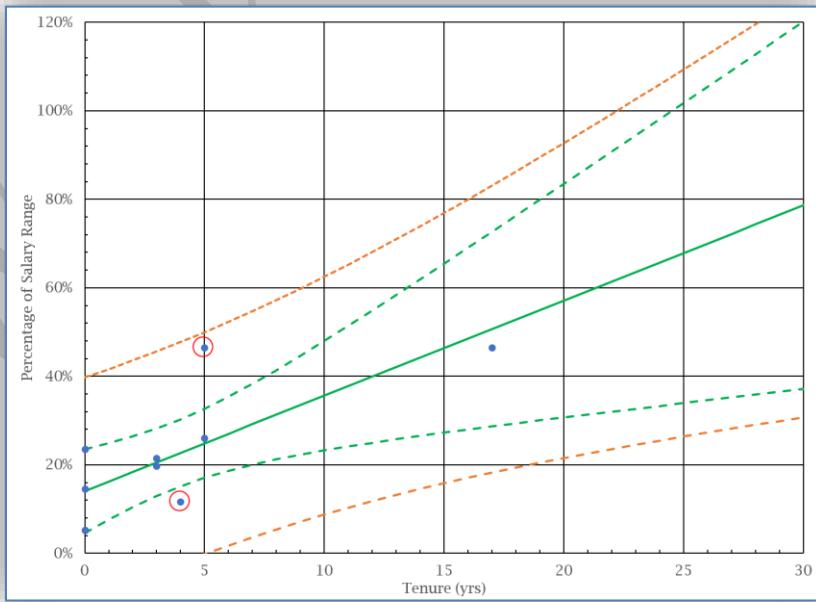
## City of Columbia, Missouri Classification and Compensation Data Consultation Services

- 2 NERC Certified Balancing Authority Operators (Grade A13)

It is recommended that a compression analysis be conducted whenever compensation is adjusted including upon implementation of any salary recommendations from this study.

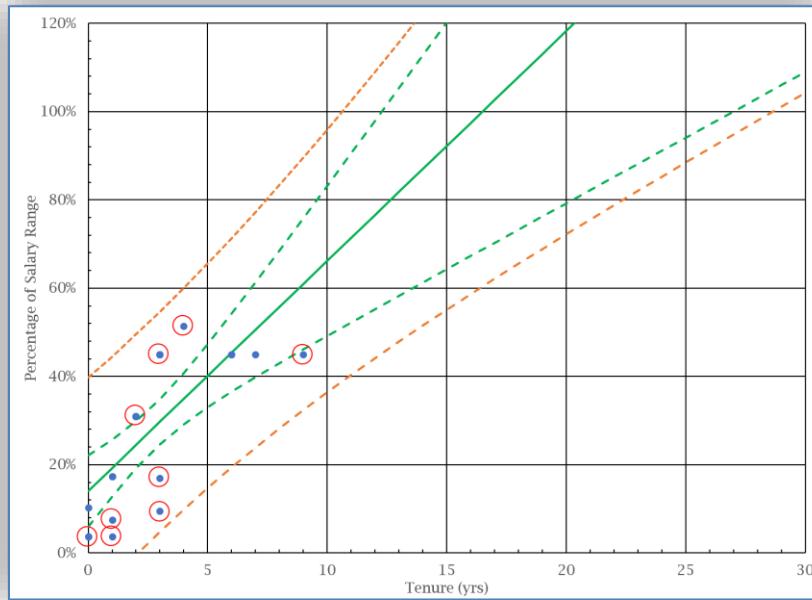
**Table 16 - Compression Statistics – Operators/Technicians, Band A**

Grade	Employees	R <sup>2</sup>	H <sub>0</sub>	Compression (positions)
A6	6	0.0%	Accept	N/A
A7	6	51.7%	Accept	N/A
A8	8	72.3%	Reject	0
A9	10	56.1%	Reject	2
A10	12	30.3%	Accept	N/A
A11	3	5.7%	Accept	N/A
A12	23	52.5%	Reject	17
A13	21	50.2%	Reject	10
A14	18	5.1%	Accept	N/A

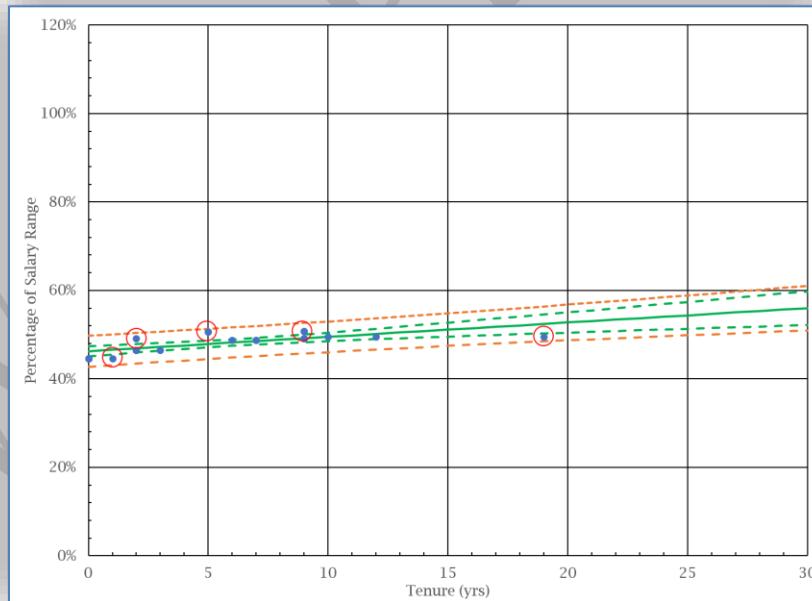


**Figure 4 - Compression Plot for Grade A9, Operators/Technicians, Band A**

**PRELIMINARY RESULTS**



**Figure 5 - Compression Plot for Grade A12, Operators/Technicians, Band A**



**Figure 6 - Compression Plot for Grade A13, Operators/Technicians, Band A**

## **PRELIMINARY RESULTS**

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### Compression Analysis – Supervisors, Band D

In Table 17, a summary of the compression analysis is presented for Supervisors, Band D. Only grades that had a significant number of employees were examined.

#### Positions **Above** Confidence Interval with Current Salary Structure

- None

#### Positions **Below** Confidence Interval with Current Salary Structure

- None

It is recommended that a compression analysis be conducted whenever compensation is adjusted including upon implementation of any salary recommendations from this study.

**Table 17 – Compression Statistics – Supervisors, Band D**

Grade	Employees	R <sup>2</sup>	H <sub>0</sub>	Compression (positions)
D7	2	N/A	N/A	N/A
D8	3	99.2%	Accept	N/A
D9	3	89.3%	Accept	N/A
D10	6	3.0%	Accept	N/A

### Compression Analysis – Managers/Directors, Band E

There are only two (2) employees in this group. No additional information is available.

## PRELIMINARY RESULTS



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### G. External Market Comparison

A summary of the findings of the external market analysis is presented in Table 18 through Table 22. In Table 23 through Table 25, the external market findings for each job title is presented, sorted by current grade and alphabetically. The minimum, midpoint, and maximum hourly salary for each job title is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Comp-Ratio, the ratio of the grade's midpoint divided by the **50<sup>th</sup> percentile** from the external market, which measures the extent of the deviation of the current salary range in comparison to the markets 50<sup>th</sup> percentile, is presented. Values highlighted in red indicate that the range is above market and those highlighted in green indicate that the range is below market.

As an example, for the Meter Reader position the 50<sup>th</sup> percentile of the external market was found to be \$18.49. This means that one half of all respondents pay less than this amount for this position and one half of all respondents pay more than this amount. In the case of the 40<sup>th</sup> percentile, four out of every ten respondents (40%) compensate Meter Readers below \$16.80 and six of every ten (60%) pay more.

**Table 18 – Positions Compensated Substantially Below Market (% Diff < -10%)**

Associate Utility Maintenance Mechanic	Lead Utility Service Worker
Consulting Utility Forester	Meter Reader
Electronic Data Specialist	Senior Meter Reader
Equipment Operator II	Utility Locator
Equipment Operator III	Utility Service Worker
J Journeyman Lineworker	

**Table 19 – Positions Compensated Below Market (-10% < % Diff < -5%)**

Assistant Power Production Superintendent	Electric Distribution Coordinator
Biogas Plant Supervisor	Electric Distribution Manager
Biogas Plant Technician	Electric Meter Repair Worker
CEC Supervisor	Electric Services Superintendent
CEC Technician	Instrument Technician
Communication Technician Foreman	Lead Consulting Utility Forester

# **PRELIMINARY RESULTS**



**Paypoint HR**



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Lead Electric Meter Repair Worker	Power Plant Technician Supervisor
Lead Meter Reader	Power Production Superintendent
Lead Power Plant Operator	Senior Utility Maintenance Mechanic
Line Foreman	Substation Repair Superintendent
Line Superintendent	Substation Technician Foreman
NERC Certified Balancing Authority Operator	Utility Locator Foreman
NERC Compliance Officer	Utility Locator Supervisor
Power Plant Operator	Utility Maintenance Supervisor

**Table 20 – Positions Compensated Near Market (-5% < % Diff < +5%)**

Apprentice Communication Technician	J Journeyman Communication Technician
Apprentice Lineworker	J Journeyman Substation Technician
Apprentice Substation Technician	

**Table 21 – Positions Compensated Above Market (+5% < % Diff < +10%)**

None	
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**Table 22 – Positions Compensated Substantially Above Market (% Diff > +10%)**

None	
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## **PRELIMINARY RESULTS**



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**Table 23 – External Market Comparison – Operators/Technicians, Band A**

	Meter Reader	Consulting Utility Forester	Equipment Operator II	Utility Service Worker	Lead Utility Service Worker
<b>Current Scale</b>					
Grade	A6	A7	A7	A7	A8
Minimum	\$12.53	\$13.78	\$13.78	\$13.78	\$15.16
Midpoint	\$14.72	\$16.19	\$16.19	\$16.19	\$17.81
Maximum	\$18.02	\$19.82	\$19.82	\$19.82	\$21.80
<b>Market Percentiles</b>					
20%	\$14.27	\$14.06	\$14.06	\$14.06	\$15.56
25%	\$14.75	\$14.83	\$14.83	\$14.83	\$16.33
30%	\$15.61	\$15.51	\$15.51	\$15.51	\$17.02
35%	\$15.91	\$15.64	\$15.64	\$15.64	\$17.27
40%	\$16.80	\$16.75	\$16.75	\$16.75	\$18.38
45%	\$17.71	\$17.67	\$17.67	\$17.67	\$19.31
50%	\$18.49	\$18.51	\$18.51	\$18.51	\$20.15
55%	\$18.92	\$18.69	\$18.69	\$18.69	\$20.42
60%	\$19.10	\$18.93	\$18.93	\$18.93	\$20.77
65%	\$19.55	\$18.84	\$18.84	\$18.84	\$20.83
70%	\$21.11	\$19.61	\$19.61	\$19.61	\$21.57
75%	\$21.67	\$20.25	\$20.25	\$20.25	\$22.26
80%	\$21.77	\$20.44	\$20.44	\$20.44	\$22.51
Mean	\$18.02	\$17.24	\$17.24	\$17.24	\$19.02
Compa-Ratio	<b>-20.4%</b>	<b>-12.6%</b>	<b>-12.6%</b>	<b>-12.6%</b>	<b>-11.6%</b>

**PRELIMINARY RESULTS**

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	Senior Meter Reader	Utility Locator	Assoc. Util. Maintenance Mechanic	Electronic Data Specialist	Equipment Operator III
<b>Current Scale</b>					
Grade	A8	A8	A9	A9	A9
Minimum	\$15.16	\$15.16	\$15.99	\$15.99	\$15.99
Midpoint	\$17.81	\$17.81	\$19.59	\$19.59	\$19.59
Maximum	\$21.80	\$21.80	\$24.71	\$24.71	\$24.71
<b>Market Percentiles</b>					
20%	\$15.56	\$15.56	\$17.22	\$17.22	\$17.22
25%	\$16.33	\$16.33	\$17.99	\$17.99	\$17.99
30%	\$17.02	\$17.02	\$18.68	\$18.68	\$18.68
35%	\$17.27	\$17.27	\$19.05	\$19.05	\$19.05
40%	\$18.38	\$18.38	\$20.18	\$20.18	\$20.18
45%	\$19.31	\$19.31	\$21.12	\$21.12	\$21.12
50%	\$20.15	\$20.15	\$21.94	\$21.94	\$21.94
55%	\$20.42	\$20.42	\$22.31	\$22.31	\$22.31
60%	\$20.77	\$20.77	\$22.79	\$22.79	\$22.79
65%	\$20.83	\$20.83	\$23.01	\$23.01	\$23.01
70%	\$21.57	\$21.57	\$23.74	\$23.74	\$23.74
75%	\$22.26	\$22.26	\$24.46	\$24.46	\$24.46
80%	\$22.51	\$22.51	\$24.79	\$24.79	\$24.79
Mean	\$19.02	\$19.02	\$20.97	\$20.97	\$20.97
Compa-Ratio	<b>-11.6%</b>	<b>-11.6%</b>	<b>-10.7%</b>	<b>-10.7%</b>	<b>-10.7%</b>

**PRELIMINARY RESULTS**



**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

**DRAFT**

	Electric Meter Repair Worker	Lead Consulting Util. Forester	Lead Meter Reader	Power Plant Operator	Utility Locator Foreman
<b>Current Scale</b>					
Grade	A10	A10	A10	A10	A10
Minimum	\$17.59	\$17.59	\$17.59	\$17.59	\$17.59
Midpoint	\$21.55	\$21.55	\$21.55	\$21.55	\$21.55
Maximum	\$27.18	\$27.18	\$27.18	\$27.18	\$27.18
<b>Market Percentiles</b>					
20%	\$19.04	\$19.04	\$19.04	\$19.04	\$19.04
25%	\$19.81	\$19.81	\$19.81	\$19.81	\$19.81
30%	\$20.50	\$20.50	\$20.50	\$20.50	\$20.50
35%	\$21.01	\$21.01	\$21.01	\$21.01	\$21.01
40%	\$22.16	\$22.16	\$22.16	\$22.16	\$22.16
45%	\$23.10	\$23.10	\$23.10	\$23.10	\$23.10
50%	\$23.92	\$23.92	\$23.92	\$23.92	\$23.92
55%	\$24.40	\$24.40	\$24.40	\$24.40	\$24.40
60%	\$25.02	\$25.02	\$25.02	\$25.02	\$25.02
65%	\$25.42	\$25.42	\$25.42	\$25.42	\$25.42
70%	\$26.12	\$26.12	\$26.12	\$26.12	\$26.12
75%	\$26.89	\$26.89	\$26.89	\$26.89	\$26.89
80%	\$27.29	\$27.29	\$27.29	\$27.29	\$27.29
Mean	\$23.13	\$23.13	\$23.13	\$23.13	\$23.13
Compa-Ratio	<b>-9.9%</b>	<b>-9.9%</b>	<b>-9.9%</b>	<b>-9.9%</b>	<b>-9.9%</b>

**PRELIMINARY RESULTS**



**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

**DRAFT**

	Instrument Technician	Sr. Utility Maintenance Mechanic	Apprentice Comm. Technician	Apprentice Lineworker	Apprentice Substation Technician
<b>Current Scale</b>					
Grade	A11	A11	A12	A12	A12
Minimum	\$19.79	\$19.79	\$22.26	\$22.26	\$22.26
Midpoint	\$24.24	\$24.24	\$27.27	\$27.27	\$27.27
Maximum	\$30.57	\$30.57	\$34.39	\$34.39	\$34.39
<b>Market Percentiles</b>					
20%	\$21.54	\$21.54	\$20.48	\$20.48	\$20.48
25%	\$22.31	\$22.31	\$22.00	\$22.00	\$22.00
30%	\$23.01	\$23.01	\$22.48	\$22.48	\$22.48
35%	\$23.71	\$23.71	\$23.25	\$23.25	\$23.25
40%	\$24.88	\$24.88	\$25.35	\$25.35	\$25.35
45%	\$25.83	\$25.83	\$26.47	\$26.47	\$26.47
50%	\$26.64	\$26.64	\$27.28	\$27.28	\$27.28
55%	\$27.27	\$27.27	\$28.22	\$28.22	\$28.22
60%	\$28.08	\$28.08	\$29.28	\$29.28	\$29.28
65%	\$28.73	\$28.73	\$30.16	\$30.16	\$30.16
70%	\$29.39	\$29.39	\$31.21	\$31.21	\$31.21
75%	\$30.22	\$30.22	\$32.97	\$32.97	\$32.97
80%	\$30.74	\$30.74	\$34.30	\$34.30	\$34.30
Mean	\$26.09	\$26.09	\$27.10	\$27.10	\$27.10
Compa-Ratio	-9.0%	-9.0%	0.0%	0.0%	0.0%

**PRELIMINARY RESULTS**



**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

**DRAFT**

	Biogas Plant Technician	CEC Technician	Electric Distribution Coordinator	Lead Electric Meter Repair Worker	Lead Power Plant Operator
<b>Current Scale</b>					
Grade	A12	A12	A12	A12	A12
Minimum	\$22.26	\$22.26	\$22.26	\$22.26	\$22.26
Midpoint	\$27.27	\$27.27	\$27.27	\$27.27	\$27.27
Maximum	\$34.39	\$34.39	\$34.39	\$34.39	\$34.39
<b>Market Percentiles</b>					
20%	\$24.35	\$24.35	\$24.35	\$24.35	\$24.35
25%	\$25.13	\$25.13	\$25.13	\$25.13	\$25.13
30%	\$25.84	\$25.84	\$25.84	\$25.84	\$25.84
35%	\$26.74	\$26.74	\$26.74	\$26.74	\$26.74
40%	\$27.94	\$27.94	\$27.94	\$27.94	\$27.94
45%	\$28.90	\$28.90	\$28.90	\$28.90	\$28.90
50%	\$29.69	\$29.69	\$29.69	\$29.69	\$29.69
55%	\$30.49	\$30.49	\$30.49	\$30.49	\$30.49
60%	\$31.52	\$31.52	\$31.52	\$31.52	\$31.52
65%	\$32.45	\$32.45	\$32.45	\$32.45	\$32.45
70%	\$33.07	\$33.07	\$33.07	\$33.07	\$33.07
75%	\$33.98	\$33.98	\$33.98	\$33.98	\$33.98
80%	\$34.62	\$34.62	\$34.62	\$34.62	\$34.62
Mean	\$29.42	\$29.42	\$29.42	\$29.42	\$29.42
Compa-Ratio	<b>-8.2%</b>	<b>-8.2%</b>	<b>-8.2%</b>	<b>-8.2%</b>	<b>-8.2%</b>

**PRELIMINARY RESULTS**



**Paypoint HR**



**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

DRAFT

	Journeyman Comm. Technician	Journeyman Lineworker	Journeyman Substation Technician	NERC Certified BAO	Comm. Technician Foreman
<b>Current Scale</b>					
Grade	A13	A13	A13	A13	A14
Minimum	\$25.04	\$25.04	\$25.04	\$25.04	\$28.18
Midpoint	\$30.68	\$30.68	\$30.68	\$30.68	\$34.51
Maximum	\$38.69	\$38.69	\$38.69	\$38.69	\$43.53
<b>Market Percentiles</b>					
20%	\$23.71	\$30.50	\$23.71	\$27.52	\$31.08
25%	\$24.28	\$30.78	\$24.28	\$28.30	\$31.86
30%	\$25.21	\$33.51	\$25.21	\$29.01	\$32.58
35%	\$26.59	\$34.10	\$26.59	\$30.16	\$34.00
40%	\$29.87	\$34.96	\$29.87	\$31.38	\$35.25
45%	\$30.68	\$35.40	\$30.68	\$32.36	\$36.24
50%	\$31.09	\$36.00	\$31.09	\$33.13	\$37.00
55%	\$32.02	\$36.03	\$32.02	\$34.12	\$38.21
60%	\$33.00	\$37.39	\$33.00	\$35.39	\$39.74
65%	\$33.00	\$37.83	\$33.00	\$36.64	\$41.35
70%	\$33.00	\$38.65	\$33.00	\$37.20	\$41.86
75%	\$37.27	\$38.97	\$37.27	\$38.20	\$42.95
80%	\$38.85	\$39.00	\$38.85	\$38.98	\$43.88
Mean	\$30.26	\$34.78	\$30.26	\$33.17	\$37.39
Compa-Ratio	-1.3%	<b>-14.8%</b>	-1.3%	<b>-7.4%</b>	<b>-6.7%</b>

**PRELIMINARY RESULTS**



**Paypoint HR**

**DRAFT**

**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

	Line Foreman	NERC Compliance Officer	Substation Technician Foreman
<b>Current Scale</b>			
Grade	A14	A14	A14
Minimum	\$28.18	\$28.18	\$28.18
Midpoint	\$34.51	\$34.51	\$34.51
Maximum	\$43.53	\$43.53	\$43.53
<b>Market Percentiles</b>			
20%	\$31.08	\$31.08	\$31.08
25%	\$31.86	\$31.86	\$31.86
30%	\$32.58	\$32.58	\$32.58
35%	\$34.00	\$34.00	\$34.00
40%	\$35.25	\$35.25	\$35.25
45%	\$36.24	\$36.24	\$36.24
50%	\$37.00	\$37.00	\$37.00
55%	\$38.21	\$38.21	\$38.21
60%	\$39.74	\$39.74	\$39.74
65%	\$41.35	\$41.35	\$41.35
70%	\$41.86	\$41.86	\$41.86
75%	\$42.95	\$42.95	\$42.95
80%	\$43.88	\$43.88	\$43.88
Mean	\$37.39	\$37.39	\$37.39
Compa-Ratio	<b>-6.7%</b>	<b>-6.7%</b>	<b>-6.7%</b>

**PRELIMINARY RESULTS**

**Paypoint HR**

**DRAFT**

**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

**Table 24 – External Market Comparison – Supervisors, Band D**

	Utility Locator Supervisor	Utility Maintenance Supervisor	Biogas Plant Supervisor	CEC Supervisor	Electric Services Supt.
<b>Current Scale</b>					
Grade	D7	D7	D8	D9	D9
Minimum	\$21.75	\$21.75	\$23.45	\$25.80	\$25.80
Midpoint	\$26.65	\$26.65	\$29.31	\$32.24	\$32.24
Maximum	\$33.44	\$33.44	\$37.29	\$41.01	\$41.01
<b>Market Percentiles</b>					
20%	\$23.77	\$23.77	\$26.25	\$28.97	\$28.97
25%	\$24.55	\$24.55	\$27.03	\$29.75	\$29.75
30%	\$25.26	\$25.26	\$27.74	\$30.47	\$30.47
35%	\$26.12	\$26.12	\$28.79	\$31.72	\$31.72
40%	\$27.31	\$27.31	\$30.00	\$32.96	\$32.96
45%	\$28.27	\$28.27	\$30.97	\$33.94	\$33.94
50%	\$29.07	\$29.07	\$31.75	\$34.71	\$34.71
55%	\$29.83	\$29.83	\$32.67	\$35.79	\$35.79
60%	\$30.81	\$30.81	\$33.84	\$37.16	\$37.16
65%	\$31.69	\$31.69	\$34.96	\$38.56	\$38.56
70%	\$32.31	\$32.31	\$35.55	\$39.11	\$39.11
75%	\$33.21	\$33.21	\$36.51	\$40.14	\$40.14
80%	\$33.82	\$33.82	\$37.23	\$40.98	\$40.98
Mean	\$28.74	\$28.74	\$31.67	\$34.89	\$34.89
Compa-Ratio	<b>-8.3%</b>	<b>-8.3%</b>	<b>-7.7%</b>	<b>-7.1%</b>	<b>-7.1%</b>

**PRELIMINARY RESULTS**



**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

**DRAFT**

	Power Plant Technician Supervisor	Asst. Power Production Supt.	Line Supt.	Substation Repair Supt.
<b>Current Scale</b>				
Grade	D9	D10	D10	D10
Minimum	\$25.80	\$28.38	\$28.38	\$28.38
Midpoint	\$32.24	\$35.47	\$35.47	\$35.47
Maximum	\$41.01	\$45.12	\$45.12	\$45.12
<b>Market Percentiles</b>				
20%	\$28.97	\$31.97	\$31.97	\$31.97
25%	\$29.75	\$32.75	\$32.75	\$32.75
30%	\$30.47	\$33.47	\$33.47	\$33.47
35%	\$31.72	\$34.95	\$34.95	\$34.95
40%	\$32.96	\$36.21	\$36.21	\$36.21
45%	\$33.94	\$37.21	\$37.21	\$37.21
50%	\$34.71	\$37.96	\$37.96	\$37.96
55%	\$35.79	\$39.22	\$39.22	\$39.22
60%	\$37.16	\$40.83	\$40.83	\$40.83
65%	\$38.56	\$42.52	\$42.52	\$42.52
70%	\$39.11	\$43.02	\$43.02	\$43.02
75%	\$40.14	\$44.13	\$44.13	\$44.13
80%	\$40.98	\$45.10	\$45.10	\$45.10
Mean	\$34.89	\$38.43	\$38.43	\$38.43
Compa-Ratio	<b>-7.1%</b>	<b>-6.6%</b>	<b>-6.6%</b>	<b>-6.6%</b>

**PRELIMINARY RESULTS**



**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

**DRAFT**

**Table 25 – External Market Comparison – Managers/Directors, Band E**

	Electric Distribution Manager	Power Production Supt.
<b>Current Scale</b>		
Grade	E6	E6
Minimum	\$30.24	\$30.24
Midpoint	\$38.55	\$38.55
Maximum	\$49.63	\$49.63
<b>Market Percentiles</b>		
20%	\$36.65	\$36.65
25%	\$38.08	\$38.08
30%	\$38.52	\$38.52
35%	\$39.17	\$39.17
40%	\$40.13	\$40.13
45%	\$41.50	\$41.50
50%	\$42.66	\$42.66
55%	\$44.07	\$44.07
60%	\$44.87	\$44.87
65%	\$49.10	\$49.10
70%	\$49.32	\$49.32
75%	\$49.40	\$49.40
80%	\$50.47	\$50.47
Mean	\$43.90	\$43.90
Compa-Ratio	<b>-9.6%</b>	<b>-9.6%</b>

**PRELIMINARY RESULTS**

**DRAFT**

## City of Columbia, Missouri Classification and Compensation Data Consultation Services

### **H. Proposed Salary Schedules**

#### **Proposed Salary Schedule – Operators/Technicians, Band A**

The proposed salary schedule for Operators/Technicians, Band A, is presented in Table 26. All values are the same as the current scale except an additional grade, A15, has been added to accommodate the results from the external market survey. The spread for grade A15 is the same 54.5% as grade A14. The 12.5% ladders between grade A13 and A14 is the same ladder between grade A14 and A15.

**Table 26 – Operator/Technician, Band A, Recommended Salary Schedule**

Current Grade	Annual Salary Minimum	Annual Salary Midpoint	Annual Salary Maximum	Hourly Rate Minimum	Hourly Rate Midpoint	Hourly Rate Maximum
A1	\$19,022	\$22,350	\$27,360	\$9.15	\$10.75	\$13.15
A2	\$19,972	\$23,469	\$28,729	\$9.60	\$11.28	\$13.81
A3	\$20,971	\$24,642	\$30,166	\$10.08	\$11.85	\$14.50
A4	\$22,543	\$26,489	\$32,427	\$10.84	\$12.74	\$15.59
A5	\$24,234	\$28,475	\$34,861	\$11.65	\$13.69	\$16.76
A6	\$26,052	\$30,611	\$37,473	\$12.53	\$14.72	\$18.02
A7	\$28,656	\$33,671	\$41,221	\$13.78	\$16.19	\$19.82
A8	\$31,522	\$37,041	\$45,344	\$15.16	\$17.81	\$21.80
A9	\$33,259	\$40,743	\$51,386	\$15.99	\$19.59	\$24.71
A10	\$36,585	\$44,818	\$56,524	\$17.59	\$21.55	\$27.18
A11	\$41,159	\$50,419	\$63,590	\$19.79	\$24.24	\$30.57
A12	\$46,305	\$56,724	\$71,540	\$22.26	\$27.27	\$34.39
A13	\$52,092	\$63,812	\$80,481	\$25.04	\$30.68	\$38.69
A14	\$58,604	\$71,789	\$90,542	\$28.18	\$34.51	\$43.53
A15	\$65,931	\$80,764	\$101,862	\$31.70	\$38.83	\$48.97

#### **Proposed Salary Schedule – Supervisors, Band D**

Same as the current salary schedule.

#### **Proposed Salary Schedule – Managers/Directors, Band E**

Same as the current salary schedule.

**PRELIMINARY RESULTS**



## I. Recommended Salary Adjustments

A regression analysis of the salary survey results indicates that the external market salary for all positions is predicted very well by the current internal hierarchy. The coefficient of determination is 91%.

Positions marked in green in Table 27 through Table 29 have been recommended for adjustments based on the external market findings. Their current salaries were adjusted by the Compa-Ratios presented in the External Market Comparison Section.

No salary reductions were recommended.

**PRELIMINARY RESULTS**



**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

**DRAFT**

**Table 27 – Operator/Technician, Band A, Salary Adjustments**

Title	Current Grade	Current Rate	Proposed Grade	Proposed Rate
Meter Reader	A6	\$15.45	A8	\$19.41
Meter Reader	A6	\$15.45	A8	\$19.41
Meter Reader	A6	\$15.45	A8	\$19.41
Meter Reader	A6	\$15.45	A8	\$19.41
Meter Reader	A6	\$15.45	A8	\$19.41
Meter Reader	A6	\$15.45	A8	\$19.41
Consulting Utility Forester	A7	\$15.45	A9	\$17.67
Equipment Operator II	A7	-	A9	-
Utility Service Worker	A7	\$16.48	A9	\$18.85
Utility Service Worker	A7	\$16.48	A9	\$18.85
Utility Service Worker	A7	\$16.45	A9	\$18.82
Utility Service Worker	A7	\$15.45	A9	\$17.67
Utility Service Worker	A7	\$15.45	A9	\$17.67
Lead Utility Service Worker	A8	\$18.06	A9	\$20.43
Lead Utility Service Worker	A8	\$18.03	A9	\$20.40
Lead Utility Service Worker	A8	\$18.01	A9	\$20.38
Lead Utility Service Worker	A8	\$18.06	A9	\$20.43
Senior Meter Reader	A8	\$19.07	A9	\$21.57
Utility Locator	A8	\$18.03	A9	\$20.40
Utility Locator	A8	\$16.70	A9	\$18.89
Utility Locator	A8	\$18.05	A9	\$20.43
Associate Utility Maintenance Mechanic	A9	\$17.01	A10	\$19.06
Associate Utility Maintenance Mechanic	A9	\$17.71	A10	\$19.84
Associate Utility Maintenance Mechanic	A9	\$17.87	A10	\$20.02
Electronic Data Specialist	A9	\$20.04	A10	\$22.45
Equipment Operator III	A9	\$18.26	A10	\$20.46
Equipment Operator III	A9	\$18.04	A10	\$20.21
Equipment Operator III	A9	\$16.44	A10	\$18.42

**PRELIMINARY RESULTS**



**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

DRAFT

Title	Current Grade	Current Rate	Proposed Grade	Proposed Rate
Equipment Operator III	A9	\$17.25	A10	\$19.33
Equipment Operator III	A9	\$16.44	A10	\$18.42
Equipment Operator III	A9	\$20.04	A10	\$22.45
Electric Meter Repair Worker	A10	\$20.11	A11	\$22.32
Electric Meter Repair Worker	A10	\$22.01	A11	\$24.44
Lead Consulting Utility Forester	A10	\$22.26	A11	\$24.71
Lead Meter Reader	A10	\$20.90	A11	\$23.21
Power Plant Operator	A10	\$22.00	A11	\$24.42
Power Plant Operator	A10	\$22.00	A11	\$24.42
Power Plant Operator	A10	\$22.00	A11	\$24.42
Power Plant Operator	A10	\$22.00	A11	\$24.42
Power Plant Operator	A10	\$18.54	A11	\$20.58
Power Plant Operator	A10	\$18.64	A11	\$20.69
Power Plant Operator	A10	\$18.64	A11	\$20.69
Utility Locator Foreman	A10	\$23.23	A11	\$25.78
Instrument Technician	A11	\$22.45	A12	\$24.67
Senior Utility Maintenance Mechanic	A11	\$20.87	A12	\$22.94
Senior Utility Maintenance Mechanic	A11	\$20.24	A12	\$22.26
Apprentice Communication Technician	A12	\$27.72	A12	\$27.72
Apprentice Lineworker	A12	\$26.02	A12	\$26.02
Apprentice Lineworker	A12	\$26.02	A12	\$26.02
Apprentice Lineworker	A12	\$26.02	A12	\$26.02
Apprentice Lineworker	A12	\$27.72	A12	\$27.72
Apprentice Lineworker	A12	\$27.72	A12	\$27.72
Apprentice Lineworker	A12	\$24.37	A12	\$24.37
Apprentice Lineworker	A12	\$26.02	A12	\$26.02
Apprentice Lineworker	A12	\$26.02	A12	\$26.02
Apprentice Substation Technician	A12	\$27.72	A12	\$27.72
Apprentice Substation Technician	A12	\$24.36	A12	\$24.36

**PRELIMINARY RESULTS**



Paypoint HR

**DRAFT**

**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

Title	Current Grade	Current Rate	Proposed Grade	Proposed Rate
Apprentice Substation Technician	A12	\$23.51	A12	\$23.51
Biogas Plant Technician	A12	\$23.17	A13	\$25.22
CEC Technician	A12	\$28.49	A13	\$31.02
Electric Distribution Coordinator	A12	\$22.71	A13	\$25.04
Electric Distribution Coordinator	A12	\$24.32	A13	\$26.48
Lead Electric Meter Repair Worker	A12	\$27.72	A13	\$30.18
Lead Electric Meter Repair Worker	A12	\$22.71	A13	\$25.04
Lead Power Plant Operator	A12	\$22.71	A13	\$25.04
Lead Power Plant Operator	A12	\$27.72	A13	\$30.18
Lead Power Plant Operator	A12	\$27.72	A13	\$30.18
Lead Power Plant Operator	A12	\$27.72	A13	\$30.18
Lead Power Plant Operator	A12	\$23.41	A13	\$25.49
J Journeyman Communication Technician	A13	\$31.69	A13	\$31.69
J Journeyman Lineworker	A13	\$31.75	A14	\$37.26
J Journeyman Lineworker	A13	\$31.69	A14	\$37.19
J Journeyman Lineworker	A13	\$31.80	A14	\$37.32
J Journeyman Lineworker	A13	\$31.75	A14	\$37.26
J Journeyman Lineworker	A13	\$31.75	A14	\$37.26
J Journeyman Lineworker	A13	\$31.69	A14	\$37.19
J Journeyman Lineworker	A13	\$31.80	A14	\$37.32
J Journeyman Lineworker	A13	\$31.80	A14	\$37.32
J Journeyman Lineworker	A13	\$31.75	A14	\$37.26
J Journeyman Lineworker	A13	\$31.38	A14	\$36.82
J Journeyman Lineworker	A13	\$31.13	A14	\$36.53
J Journeyman Lineworker	A13	\$31.13	A14	\$36.53
J Journeyman Substation Technician	A13	-	A13	-
NERC Certified Balancing Authority Operator	A13	\$31.97	A14	\$34.52
NERC Certified Balancing Authority Operator	A13	\$31.96	A14	\$34.51

**PRELIMINARY RESULTS**



## City of Columbia, Missouri Classification and Compensation Data Consultation Services

**DRAFT**

Title	Current Grade	Current Rate	Proposed Grade	Proposed Rate
NERC Certified Balancing Authority Operator	A13	\$31.97	A14	\$34.53
NERC Certified Balancing Authority Operator	A13	\$31.96	A14	\$34.51
NERC Certified Balancing Authority Operator	A13	\$31.40	A14	\$33.90
NERC Certified Balancing Authority Operator	A13	\$31.13	A14	\$33.62
NERC Certified Balancing Authority Operator	A13	\$31.38	A14	\$33.89
NERC Certified Balancing Authority Operator	A13	\$31.13	A14	\$33.62
Communication Technician Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
Line Foreman	A14	\$34.96	A15	\$37.48
NERC Compliance Officer	A14	\$34.96	A15	\$37.48
NERC Compliance Officer	A14	\$37.07	A15	\$39.73
Substation Technician Foreman	A14	\$34.96	A15	\$37.48
Substation Technician Foreman	A14	\$34.96	A15	\$37.48
Substation Technician Foreman	A14	\$34.96	A15	\$37.48

**PRELIMINARY RESULTS**



**City of Columbia, Missouri**  
**Classification and Compensation Data Consultation Services**

**DRAFT**

**Table 28 – Supervisors, Band D, Salary Adjustments**

Title	Current Grade	Current Rate	Proposed Grade	Proposed Rate
Utility Locator Supervisor	D7	\$24.36	D8	\$26.57
Utility Maintenance Supervisor	D7	\$23.61	D8	\$25.76
Biogas Plant Supervisor	D8	\$29.76	D9	\$32.24
CEC Supervisor	D9	\$33.14	D10	\$35.67
Electric Services Superintendent	D9	\$32.69	D10	\$35.19
Power Plant Technician Supervisor	D9	\$32.69	D10	\$35.19
Assistant Power Production Superintendent	D10	\$34.77	D11	\$37.22
Assistant Power Production Superintendent	D10	\$30.88	D11	\$33.05
Assistant Power Production Superintendent	D10	\$35.92	D11	\$38.44
Line Superintendent	D10	\$37.49	D11	\$40.13
Line Superintendent	D10	\$37.55	D11	\$40.19
Substation Repair Superintendent	D10	\$36.82	D11	\$39.41

**Table 29 – Managers/Directors, Band E, Salary Adjustments**

Title	Current Grade	Current Rate	Proposed Grade	Proposed Rate
Electric Distribution Manager	E6	\$39.33	E7	\$43.52
Power Production Superintendent	E6	\$44.03	E7	\$48.72

**PRELIMINARY RESULTS**